THE BIG IDEA IS TO G[illegible]E SERVIC

UPS Big Idea

North Ohio

July/August 1980

Observant UPSer weeds out forest of unmarked oversize nursery trees

'Help! There are trees everywhere . . .'

Carol Kvasnicka's discovery of unmarked oversize packages leads to recovery of lost revenue

At the beginning of April when time card auditor Carol Kvasnicka assumed the newly created position of revenue auditor, she never could have foreseen what the repercussion of her actions would precipitate. She never could have known that one night a discovery she would make concerning oversize parcels would have national implications resulting in UPS recovering thousands of dollars in lost revenue.

Carol Kvasnicka

"You couldn't see me through the trees"

Part of Carol's duties as a revenue auditor involves auditing inbound trailers, paying close attention to oversize packages. These packages measure between 84 and 108 inches in length and girth combined.

Because they require substantial space in a vehicle, boxline, and the like, as well as additional handling concerns, the minimal shipping charge for an oversize is the same as that of a 25 pound package. One aspect of Carol's audit, then, is an examination of oversize packages to see they're labeled as such.

As Carol tells it, when she began her job, she noticed that oversize trees from a particular nursery in New York State were coming into Middleburg with incorrect charges — at first a few at a time. The meter tapes on these packages weighing less than 25 pounds indicated an amount for the actual weight of the packages.

With a nursery that ships thousands of trees during a season, one can see how the lost revenue could add up quickly to a large amount of money.

And add up quickly, it did. As Carol relates, "One night I happened to look at an inbound trailer. One half of it was filled with trees. Anything taller than me, I took off. It got so you couldn't see me through the trees."

Reinforcements are called in

As soon as Carol managed to make her way through the forest, she telephoned district auditor Lynne Everett. He recalls, with a smile, "On that evening, Carol called and said 'Help me!'" Lynne went to the inbound positions to survey the situation.

The unloading area was filled with trees, and for each incorrectly charged oversize tree, a shipping charge correction needed to be accurately completed. It would be impossible for one or two people to fill out these forms. Reinforcements were called in.

Among those responding to the call for help were hub

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manager John Gulley, supervisor Frank Schlund, part-time Customer Service supervisor Karyl Clark, I.E. auditors Joe Ammani, Pete Rein, and Bernie Sperber, and various unloaders in the area.

The scene at first was frantic. Hundreds of shipper corrections needed to be written, but time was short. John and Frank needed the trailers unloaded as soon as possible so the sort could go down on time and service commitments be made.

Karyl Clark remembers, "People were all over here when this happened. The unloaders weren't letting any trees go by."

"As the trees were set aside," Pete Rein adds, "we wrote out corrections. That's all we were doing." Joe Ammani continues, "There were so many trees, it (writing corrections) was really tedious."

Oversize here, there, and everywhere

For three nights running, the onslaught of trees continued. In the meantime, Customer Serivce people in the origin shipping area were contacted by North Ohio Customer Service. Karyl Clark relates, "I was told North Ohio was the first district to let New York know about the situation."

The results were overwhelming. In North Ohio alone for the three evenings nearly $1,000 in corrections were written. But the nursery was shipping trees all over the country. Other districts began audits, and it was discovered that 60 centers were receiving the trees. The effort in tracking down these trees ultimately paid off in the form of a check for several thousand dollars.

Although this money was successfully recouped, Lynne Everett warns against complacency. He explains, "To recover money for the packages is good, but if you don't get to the origin, the incorrectly marked oversizes will still be there."

Customer Service gets involved

In this case, though, Customer Service in New York successfully worked with the shipper. Carol, still as vigilant as ever, mentions, "All is fine now." She adds, "People are listening. Customer Service is doing their job, and I see definite results."

Lynne agrees with this but stresses again, "There must be follow-up to correct the origin problem. We should visit nurseries each spring as a preventative measure."

The point is well taken because additional audits in the Middleburg Hub indicate other nurseries are shipping oversize plants with incorrect charge labels. But awareness in the hub has been heightened since the oversize trees incident. Unloaders and various auditors are sensitive to oversizes. Karyl describes what's been happening. "Unloaders will spot something, and they'll tell an I.E. auditor. The auditor will contact Carol or me. I've been getting a lot more pages (intercom) from I.E. auditors."

Because of Carol's vigilance, UPS was able to recover revenue that might have been lost as well as correct an unacceptable shipping practice. Consequently, in the Middleburg Hub not only has the incorrectly charged forest been cut down considerably, but incorrectly labeled oversize packages in general may be facing extinction.

Part-time auditor's job helps to support college-bound daughters

"I'm paying for college." That's the answer Carol Kvasnicka gives when asked about her reasons for working part-time at UPS. "I have one daughter in college and one going this year," she continues.

As one questions her further, however, one realizes there's more that keeps her at UPS than the need to help her daughters through college. Carol talks about her responsibilities at UPS with an intensity that's almost overwhelming and with a conviction about the significance of her job that is unshakable.

Carol, who worked two years in Accounting as a time card auditor, began her job as Middleburg's first revenue auditor at the beginning of April. She has general hub responsibilities — auditing belts, C.O.D.'s, and trailers. Since the beginning, though, the bulk of her efforts have been directed towards examining oversize packages.

"When I first started," she recalls, "I was measuring everything in sight, but I'm learning as I go along. Now, I can spot oversizes pretty accurately."

"It's great."

The job as revenue auditor is quite a change from what Carol previously was doing. Her hours now are varied, and instead of working entirely in the Accounting office, she spends most of her time in the thick of hub operations.

But she has no regrets about her decision to assume new responsibilities. "I'm glad I took the job," she states with resolve." It's great. There are a lot of fine people here. Since we found the trees, everyone is pitching in to help. We're all learning together. The unloaders are doing well at recognizing oversize packages."

It seems the unloaders cannot help but be good at recognizing oversizes because of Carol's zeal and far-reaching involvement. District auditor Lynne Everett relates most approvingly, "Carol is building a relationship with the unloaders. She is asking them to lay aside anything that looks suspicious."

Eager to learn, eager to teach

Carol has talked at prework meetings and has gone out to breakfast with some of the package handlers on the Night Sort. She indicates that the people on the sort are very much interested in her work and in gaining knowledge about oversize and unauthorized packages. "They are full of questions," she asserts.

These questions could not be directed at a more appropriate person because Carol likes nothing better than to teach people about oversize and unauthorized packages. With characteristic enthusiasm, she makes clear, "I personally would like to orientate a lot of people. I'd like to set up my own training session on oversizes and unauthorized packages."

Ironically, though, in an informal manner, it appears this is exactly what Carol has already done.

Telephone Center representatives

It often is said UPS drivers are the company's main advertisers. It's they who service the public on a day-to-day basis. The drivers deliver packages in a reliable, efficient, friendly manner. Consequently, a trusting relationship is built between the public and driver. Quite naturally, this relationship develops into a trust for the company that driver represents — UPS. But there are other UPS representatives as well.

What might happen if an individual telephoned UPS for answers to questions and did not receive the same reliable, efficient, and friendly service over the phone? What if, for instance, that person was put on hold for 15 minutes or was passed from department to department? Or worse, this person talked with several people and received several different answers to one question?

Obviously, the caller would lose faith in the company, and the trust that had taken so long to build would be torn down by one phone call. Multiply this call by thousands, and it's easy to see the devastating effect this would have on UPS and on everyone connected with the company.

According to manager Gary Adams, the Customer Service Telephone people insure against an occurrence of the above situation.

He explains that anyone who needs to contact UPS for whatever reason can dial a number listed in the area telephone directory and receive accurate, consistent information from a Customer Service telephone representative.

"Ninety-five percent of these incoming calls can be handled immediately. Calls for a specific person are transferred to that person," Gary points out.

Who benefits from Telephone Center?

Everyone at UPS benefits. According to Gary, the Telephone Center aids UPS employees, departments, and centers along with the general public.

"The public can contact UPS during business hours and their concerns are taken care of in the least amount of time possible," he says. "Their time is valuable too."

Telephone representatives are qualified to give both general and specific information regarding our service. But what is most important, as Gary points out, "They (callers) are given this information clearly, concisely, and consistently without interruptions." Consequently, the trust built between UPS and the public not only remains unshaken but is actually strengthened.

How do the telephone representatives directly affect UPS employees? For one thing, every employee is assured of receiving accurate, complete messages from whoever calls the center. Because a wide range of information is given by the telephone representatives, center supervisors and managers are not as frequently interrupted by phone calls; thus, they are freer to deal with other responsibilities.

In addition, as telephone representative Fran Foster points out, "The telephone representatives save unnecessary visits by Customer Service representatives. We also save Personnel representatives work by answering questions about when and where applications are taken."

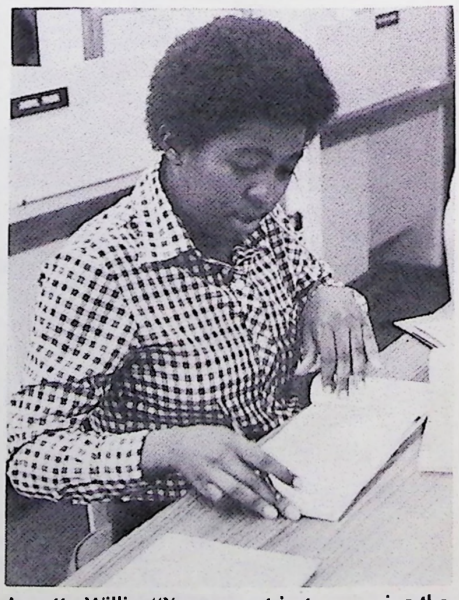
In short, the telephone representatives make up the communications hub of the district. Functioning as such, they save a lot of people a lot of time and eliminate much confusion. As Lakewood driver supervisor Jim Kinney once said, referring to the telephone representatives, "Those people are saints."

Beyond a million

A short time ago, the Customer Service Telephone representatives handled call number one million. To honor this milestone, the *Big Idea*

Dorothy Deskins: "The way you relate to a person is very important."

Fran Foster: "The Telephone representatives save unnecessary visits by Customer Service representatives."



Annette Willis: "You are not just answering the phone but dealing with a different person each time."

offer prompt, friendly service

decided to examine the center function by interviewing representatives who talk to so many customers each day.

Dorothy Deskins has been with UPS for six-and-a-half years and has worked in the Telephone Center since its inception. As a representative, she believes one of the most important parts of her job is "helping people with their problems and making sure they receive the correct information."

Sounds simple, doesn't it? As Dorothy continues, however, one gets the impression that a telephone representative not only needs to be polite, patient, and precise but also a bit of a psychologist. She explains, "I think in order to do this job well, a person needs a lot of patience. You cannot rush through a call but must listen closely to completely understand what the person wants. The way you relate to the person is very important. You need to have a positive, optimistic personality."

Dorothy continues by explaining that the language a telephone representative uses is critical because it must be concise and at the same time reflect one's optimism and concern. She adds, "Through one phone call, a customer will form an opinion about the company."

"We are here to serve the public"

Don't ask part-time telephone representative Jan Zelenka what she does at UPS unless you are prepared to hear a long list of activities. After cataloging the various service functions she performs, Jan says it all with one statement, "We are here to serve the public."

In serving the public, Jan believes a telephone representative must continually remember, "Everyone is different," she explains. "You can't present an 'I don't care' attitude. When I have a call I want the person to know I care. I try to be pleasant and personal as well as businesslike. Not that I don't have my bad days, but I guess everyone does."

Jan's comments concerning the one millionth telephone call characterize her belief that every caller is important and should be treated as such.

"If I took the one millionth call, I'd have been honored, but it wouldn't be different from the first one. I would handle the caller just as I do every other person who needs help."

Similar to Jan, part-time representative Annette Willis suggests the most important part of the the telephone representative's job is developing a sensitivity toward each individual caller. She points out, "You are not just answering the phone but dealing with a different person each time. You cannot give pat answers. You must talk to the person."

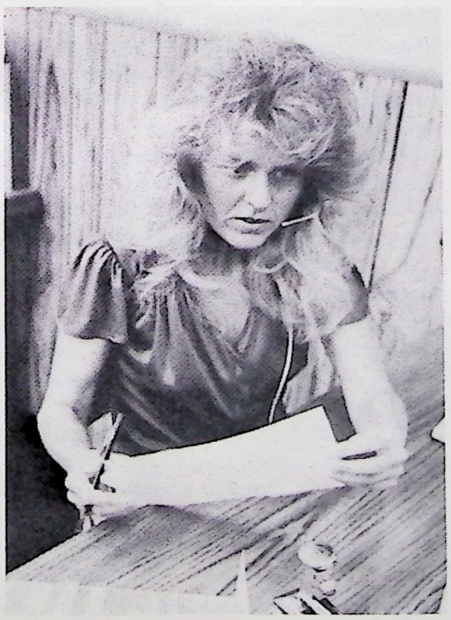
That sensitivity begins with the ability to judge the type of call from a caller's voice. "The person's voice is a clue to how I deal with a caller," Annette relates. "What is asked and how it's asked tells how I'll handle the caller. If a person is confused or hard to understand, I work out the problem as the call progresses."

Success as a telephone representative also means flexibility. As Annette puts it, "I'm not always in a perfect mood, but I adjust once I'm on the phone." She adds that one's attitude must be flexible because a representative is continually working with all kinds of temperaments.

Just an excitable caller

Even though the majority of calls received by the center are positive, each representative interviewed has dealt with an angry caller.

"Yes, I recently had an irate caller who was angry about some tracing information," Dorothy recalls. She explains that her first step when talking with one of these callers is to calm down the person. She elaborates, "I explain that I'm here to help the person, but I can't help until he or she



Jan Zelenka: "When I have a call I want the person to know I care."

Telephone system eliminates tie-ups

Have you ever telephoned a business and promptly been put on hold? Then did soft music filter through the receiver? When the music began, were you soothed or did you think, "I'm in trouble; it's going to be a long wait"?

When a person telephones UPS, no music comes through the telephone lines. It's not necessary with the Automatic Call Distributor (ACD) system because there's no wait.

Customer Service Telephone manager Gary Adams describes the ADC system as working like a turnstile. He explains that when calls come in, the system distributes them in a random manner to available telephone representatives.

"With ADC," Gary elaborates, "95 percent of incoming calls are answered within 30 seconds" He does concede, however, "If the lines are backed up, the person calling will receive a busy signal. But of those people who receive busy signals, most will get through immediately on the next call."

There are those who may believe, "Music soothes the savage beast." In Customer Service, though, the credibility of this truism is in question. Here, no music means prompt service. Or, put another way, at UPS no music saves the satisfied caller.

(continued on page 9)

District receives community service

The event is the Federation of Catholic Community Services' Seventh Annual Meeting and Recognition Dinner. An immense crowd of people is gathered for the occasion.

Some of these people will be recognized for long-standing, individual effort in helping those in need. Others are here to represent agencies or businesses whose community service efforts will be recognized. Still others are not here in anticipation of recognition but because they share the human concerns of the other people gathered — poverty, old age, racial equality, health care, the family, to name a few.

It's an important event. There are professional photographers here. The Channel 5 news crew is filming and interviewing. Reverend James A. Hickey, Bishop of Cleveland, is the principal speaker. He warns of "false humanism." He thanks over and over again those people and agencies who have shown true humanism through their involvement with people in need.

The award

The stage now is set for awards and recognition. Various individuals are called to the podium to receive gifts — symbols of thanks for caring about others. Then, a list of companies and businesses is read. These have been nominated by nonprofit social service organizations for active support of the organization's programs.

"This year's Community Service Award goes to United Parcel Service, nominated by the Martin de Porres Center," the master of ceremonies proclaims. District manager Ed Meyer receives a plaque as well as a handshake of congratulations from Bishop Hickey and the master of ceremonies, Reverend Walter Jenne.

Award's significance

The plaque itself is of no great consequence. It's inscribed metal stuck to a piece of wood. But what this plaque symbolizes is greatly significant to many people. It symbolizes the effort of various concerned UPSers who have worked with the Martin de Porres Center to provide the Glenville community of Cleveland with invaluable social and recreational services. It symbolizes appreciation for that, the effort. As the Center's director, Reverend Charles Johnson once said, "If it wasn't for people like them (UPS employees) we would be in a lot of trouble." Most importantly, though, the plaque symbolizes people helping people, caring about people, and respecting the human dignity of people. It suggests no person should ever be thought of as anything but a dignified human being. For, as Bishop Hickey puts it so well, "When human beings become simply things, human beings become tragic figures."

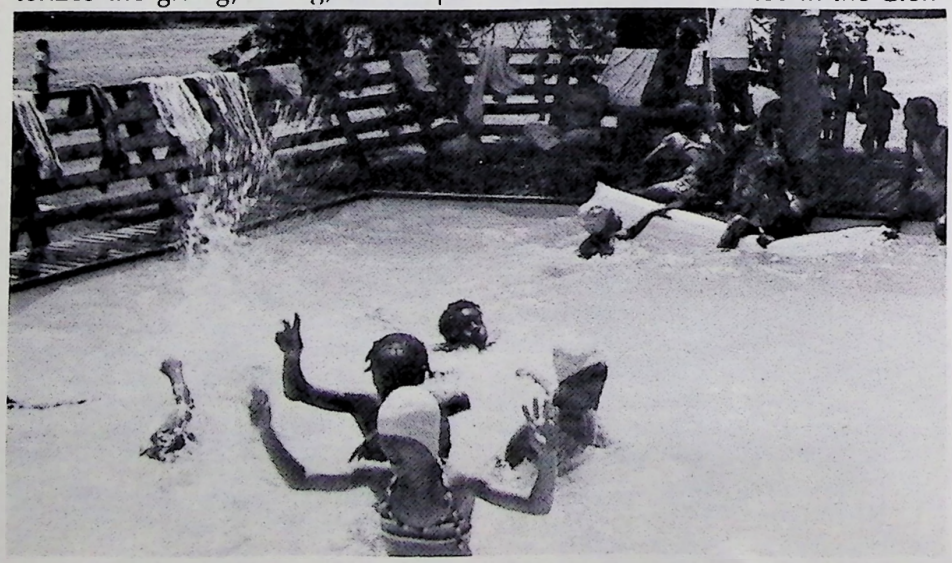
UPSers support Martin de Porres

Traditionally, the *Big Idea* presents articles concerning the Martin de Porres Center in its January issue. This seems most appropriate because December's Christmas celebration at Martin de Porres, in which many UPSers are involved, characterizes the giving, caring, and helping that goes on there year around.

Yet, in light of UPS's Community Service Award, made possible through the nomination by Martin de Porres, we thought it appropriate to revisit the community center.

A multitude of offerings

The Center is located in the Glenville area of Cleveland at the intersection of Superior Ave. and East 123rd St. When one first observes the Center's exterior, perhaps most striking is the sign. Painted on the side of the building, it looms above the surrounding area reading, "Martin de Porres Center." This announcement seems not as a statement of fact but as a demand to be recognized.



Glenville area children enjoy a swim at the Martin de Porres' summer camp.

Once inside the building, an observer easily sees demands for recognition are unnecessary. Operating under the directorship of Reverend Charles Johnson and through gifts from Catholic Charities, Child Society, schools, businesses, and individuals, the Center offers numerous educational and recreational activities and programs.

For instance, crocheting, ceramics, card games, and a daily hot lunch are provided for senior citizens. Adult education classes are also provided along with cultural activities and field trips.

Youth take part in after-school recreation programs which include athletics, dance, photography, art,

award

District manager Ed Meyer accepts plaque as Bishop Hickey and Reverend Johnson look on.

Center

guitar playing, and more. During the summer, a five-week day camp program is available. And, plans are now in the works for building a swimming pool for neighborhood children.

In addition, the Center provides Sunday morning breakfast to the homeless. At Thanksgiving, food baskets are distributed. Food and toys are also supplied at Christmas time. Moreover, a "Thrift Shop," located at the Center, affords good clothing for a good price.

UPS helps

UPS has been actively involved with Martin de Porres since the early 70's. Through board membership, fund-raising activities, and volunteer aid, UPSers have helped the Center continue and improve its various programs.

The Center is named after the 17th century saint who is said to have cared for all God's creatures. An imposing sign, a brick building, and a love and concern housed inside signify the spirit of Martin de Porres lives in Glenville, Cleveland.

Management promotions announced

Once a loader and pick-off, **Greg Moore** is now a part-time supervisor on the Middleburg Night Sort. According to Greg, "responsibility" summarizes what he enjoys about his new job.

A U.S. Air Force veteran, Greg has spent time in California, Mississippi, and Guam. He also holds an associate's degree in business from Cuyahoga Community College.

Greg likes playing basketball as well as watching all spectator sports. Additionally, one of his favorite pastimes is resting and relaxing. Greg and his wife, Kathleen, have a son, Gregory.

Greg looks forward to a career with UPS.

Recently promoted into part-time supervision on the Middleburg Twilight, **Jim Bowen** has worked as a loader and pick-off. Jim sees his position in supervision as affording him the chance to broaden his knowledge of UPS.

A 1978 graduate of Cuyahoga Community College, Jim is currently a business major at Cleveland State University.

Jim is a stereo enthusiast who also enjoys photography, baseball, and wrestling. Additional outside interests include camping and "just having a good time."

For the immediate future, Jim hopes to finish his college education. Then, he would like to "move up the ranks in UPS."

Drake Ross has been promoted to part-time supervisor on the Middleburg Twilight Sort. Formerly an unloader on the Twilight, Drake was involved with the Service Awareness and Safety committees.

"Getting a package from shipper to consignee," to Drake, that's what UPS is all about. In attempting to do this in the most efficient manner possible, Drake enjoys working with the employees.

Entering his third year as an accounting and marketing major at Cleveland State University, Drake is a member of the Accounting Association.

In his spare time, Drake runs, plays softball, and works out with weightlifting equipment.

His future plans include obtaining accounting and marketing degrees, then perhaps, attending law school.

Jim Bowen

Greg Moore

Drake Ross

Energy conservation begins at home.
What have you done today to conserve energy?

Center news

Akron Clerks *by Terry Lord*
On June 1, clerk Gary Allensworth, preloader Jim Eremich, and driver Ernie Kiminecz ventured to the Northern Woods in Canada for a spring bear hunt. Jim returned home with a 400 pound black cheuron bear, Gary with a gull, and Ernie with mosquito bites. Next year Jim would like to find two more hunters to try their luck.

Shooting golf, not bear, was the order of the day as Akron held its annual golf outing. As in the past, this year's get-together was a swinging success.

The Arnold Palmers of Akron rose to the occasion. Bill Mikolajczyk had a low gross score of 79, and Jim Clites placed second with an 85. Dick Kapper had the longest drive and tied with Jim Eremich with a low net score of 71. The closest to the pin award went to Gary "Rabbit" Allensworth. Arnold Buser walked away with the fewest putts. Division manager Ed DeMuesy and supervisor Jack Thomas had notable successes on the links, each shooting scores of 72. Congratulations to all.

Hunters are Ernie Kiminecz, Gary Allensworth, Jim Eremich.

Jim Garner wins the door prize.

Mike Gaspro and Frank Coz trek to their next shot.

Gary Wright, Bill Mikolajczyk and Arnold Buser talk golf strategy.

Akron Reload *by Monica Dorfner*
Members of the reload homed in on summer by stealing the championship in the second Annual New Philadelphia Slow Pitch Softball Tournament.

The team consisted of Tom Alexander, Scott Buck, Mark Bishop, Keith Fletcher, Mike Gaspro, John Harabedian, Steve Kinley, Leon Korman, Steve Mileski, Randy Snyder, Jack Thomas and Mark Westfall.

Some of the players participating in the tournament included Akron drivers and part-timers as well as representatives from Canton, Highland, Mahoning Valley, New Philly, and Youngstown.

Because the tourney was double elimination, each team had to lose twice to be eliminated. The Akron group exhibited outstanding team effort losing to no one. In all, the team won four without a loss, including a solid 13 to 6 win over last year's champs from Canton.

The championship title earned a huge trophy.

Customer Service *by Jackie Gernhard*
There's not too much news this month. LaVerne Willis and Tom Rodak are back from sick leave. Dorothy Deskins bought a new Bonneville.

Cheryl Triggs and Jeffery finally made the decision. An August wedding is planned.

Our vacations have varied this summer from camping in New York and visiting St. John's in the Virgin Islands to sunbathing in Florida and on the back porch. Regardless of what people did or where they went, they all seemed to have had a good time.

Elyria *by Jim Manzola*
The center was recently treated to a party, compliments of manager Ken Baumhardt. The get-together featured a chicken dinner with all the trimmings and plenty of "orange pop" to wash it down.

Coach Dean Tilberg is trying desperately to whip our softball team into shape. The biggest problem so far is getting players to show for Saturday morning practice. Regardless, Dean assures us the team will win a game this year.

Get well soon wishes go to driver Bob "Rock" Seabold and part-timer Paula Mayer. Both are recovering from foot injuries.

Highland Heights
Congratulations to customer counter clerk Gloria Coleman and her husband, Charlie. Gloria gave birth to Tita Shaunte on June 14.

Since the beginning of the year, three new drivers have been added to the center. We welcome Marilyn Gauntner, Donna Guhde, and Tom Sadar.

On June 16, Heights drivers reached 1,000 safe driving days. Drivers who received safe driving honors in June were Julius Averyheart and Walt Harrison.

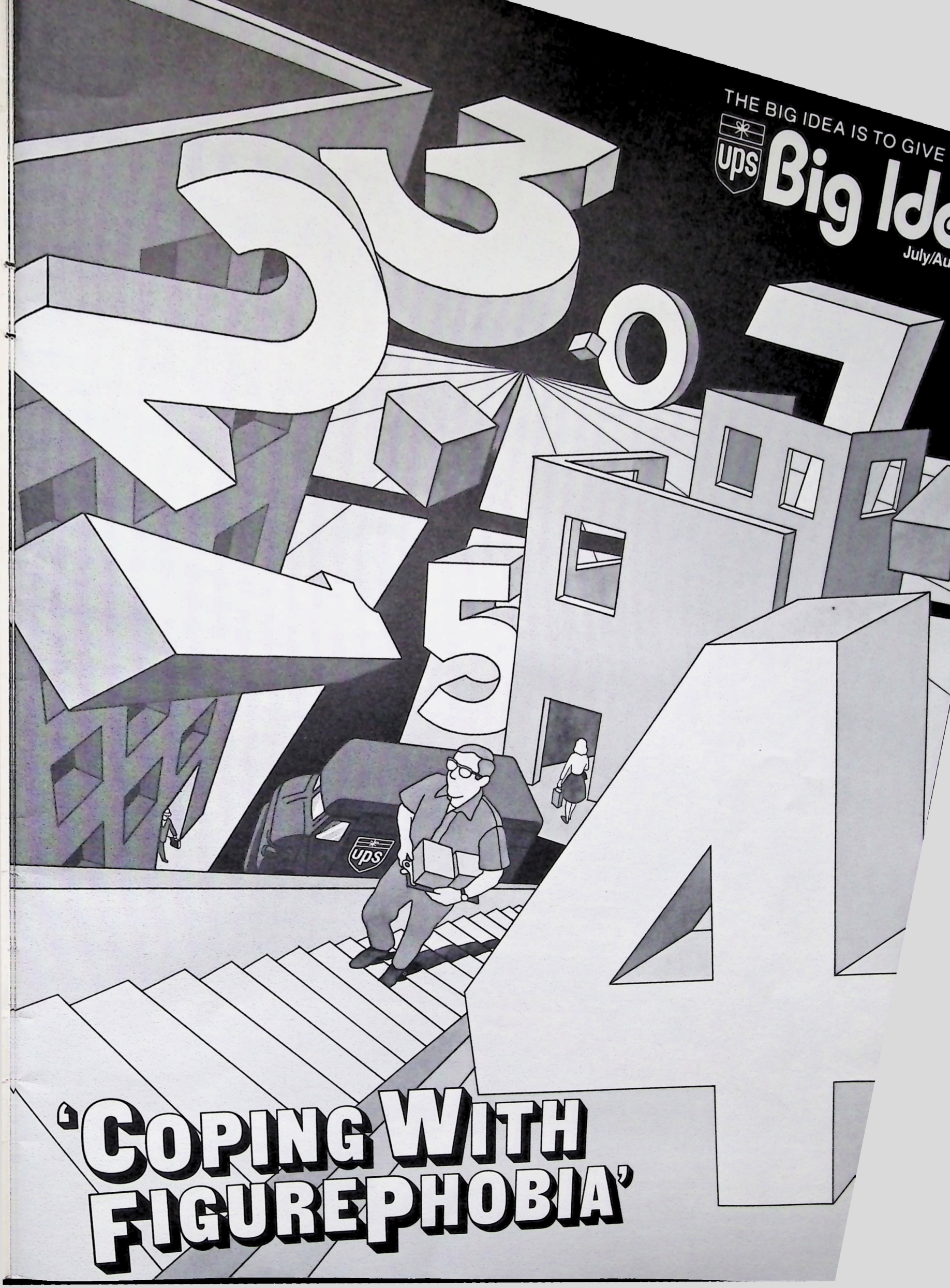
Industrial Engineering *by Roy Miller*
Charon Wright has had her ups and downs with the pharmacy. The medication for her foot turned out to be something for the eyes. Now, just think of the healthy ankles she will have when she buys her ear drops.

Ralph Kvet's excuse for not attending the management reportback meeting on June 7 was that he got married that day. He could have at least shown up in the afternoon.

Sandra Clark has completed her judgment of the generic brands on the market and finds them of acceptable quality. Now, we are awaiting her report on generic bowling balls.

Bob Rubino spent an entire Sunday purging his property of bugs. He says they all flew into his neighbors' lots. Now, Bob is being purged from the neighborhood. I bet all those bugs came out of that new Buick Century he just bought.

Arnie Seeger's daughter Lou Ann just returned from a trip to Germany. She did more research on the family history and found there were bakers, lawyers, and bricklayers in the family. Will history know what an I.E. man is?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The nagging need for numbers today may make some of us insecure, but the following article illustrates how shakey our lives would be without them.

A builder carefully estimated his costs to complete a town project and submitted a bid of $10,400. Or so he thought. Later he discovered that the decimal point had been misplaced and that his bid actually read $104.00.

Immediately, he raced to city hall to correct the figure. But he was too late. The town officials had already formally accepted his bid. A court later ruled that he had to accept $104 for the job.

He had to eat the other $10,296 in costs just because of an error in a number.

* * * * *

Oklahoma City driver Roy Hendley recently told a story about another builder who had a different problem with a number.

In making a one-time pickup at the builder's office, Roy picked up a package and, at first glance, a check for $11.09 to cover shipping and service charges. A closer look showed that this check was actually made out for $900,011.09. Roy would have had a lot of trouble trying to balance his turn-in money record that evening.

When he brought the error to the attention of the head bookkeeper, she thanked him and said, "I'm going to start watching these checks a bit more closely."

Here was a potential bankruptcy in the making due to a bit of carelessness. Over what? Just a number!

JUST A NUMBER?

A problem with numbers isn't an affliction that only troubles other companies, of course. Just ask any UPS tracing person.

Recently, for example, Judy Porter of UPS's Raleigh, N.C. office was tracing a seven-package shipment from Cincinnati to Greenville, N.C. The normal tracing steps failed to turn up a record of the delivery.

UPS faced a whopping loss from this claim, well into the four figures. Judy pressed on.

She pulled out all of the Delivery Records of the 24-driver Greenville Center for the expected delivery day and began poring through them. Eventually, Judy found a record of the delivery.

A metro driver had taken a split load that included rural packages. He mistakenly identified most of his deliveries that day with the rural area number, probably because he was so determined not to forget it.

Thanks to Judy, UPS escaped a big-dollar loss that almost resulted from... just a number.

Many people have trouble coming to terms with something so, well, *characterless* as numbers. Most of us resent the idea of being known as a number by our city hall, our banker, the mailman or supermarket deli counter.

The growing popularity of vanity license plates is one sign of a subtle rebellion against numbers.

Some large businesses massage our egos on their bills by identifying our account representative who, in reality, doesn't exist. He or she (or it) is actually a code name that indicates which computer file or section of the service department has our records. This little deception at least spares us the need to identify ourselves by a number.

We show our control over numbers in subtle ways. Investing them with meaning beyond their pure numerical values is one way. Everyone knows that a "5 and 10" is a type of store, for example. And if describing a woman as a "36-24-36" doesn't convey enough, adding that she is a "Number 10" will certainly make the point.

Numbers that have no tangible meaning are the ones that throw us. Numbers grouped randomly—like account numbers, telephone numbers and UPS shipper numbers—are the ones that sometimes fail to make their necessary impressions on our minds.

Ways of helping us cope with numbers have been developed. UPS preloaders in New Jersey use memory training techniques to link numbered addresses on packages with shelf position numbers where they are to be loaded in package cars. The technique involves translating the numbers to words and then images, which are more easily remembered.

Throwbacks to simpler times like Archie Bunker continue to struggle along with their own devices. Archie was once asked to explain a bookkeeping entry for his saloon that stated simply, "Ooff." After thinking a moment he brightened and answered brusquely, "Of course, I know what it means; it tells me that Oscar owes $44."

Getting along with googols

Today, coping with numbers has become too important to be shunted off to the side of the brain that wishes they didn't exist.

Modern industrial society depends more than ever on numbers. It is not coincidental that our use of numbers has grown along with advances in our civilization.

Primitive peoples have very little use for numbers. Forest tribes in Brazil have no terminology for numbers. Many other peoples, like the Eskimo, recognize numbers only as high as six; everything after that is known as a "heap."

Progressive cultures, by contrast, find a need to invent more and more sophisticated numerical concepts. The word, "million," did not come into general use until the 17th century and, even today, people in certain parts of Europe still refer to the concept as "a thousand thousand."

"Billion" is a relatively new word, and we continue to invent greater numbers. The term, "googol" (10 followed by 100 zeros), was coined as recently as 1955 to deal with high-level mathematical concepts.

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Numbers may have no meaning to us as we record them, but they can have considerable effect on us all the same—in getting paid correctly, in getting our vehicles repaired, in getting proof on packages we delivered.

Just a number? (continued from previous page)

'The numbers look bad'

The most significant development in the business world's regard for numbers occurred after World War I. Until then, business concerned itself mainly with how to achieve bigger and bigger numbers in terms of mass production.

The post-war recession revealed weaknesses in that thinking. Businesses had to devise ways of predicting the limits of demand, so they could adjust their purchasing of raw materials, their production and prices.

Now when someone says, "The numbers look bad," they could be referring to many ways of analyzing the business besides production.

One of the ways UPS has of analyzing its business—particularly the number of packages being handled daily—is called volume sampling. Delivery Records are surveyed daily to determine how many packages from what origin points are being delivered in each center area. The surveys help in the planning of present and future hub and feeder needs—where a new feeder or facility may be needed, for instance. The people who perform these surveys depend on the legibility and accuracy of Delivery Records as much as tracing people do.

Numbers are important to all aspects of the business. They may have no meaning to us as we record them, but they could have a considerable effect on us all the same. Writing the wrong vehicle number on the Car Condition Report, for example, makes it virtually impossible to fix that car.

A lot of numbers go into preparing paychecks. Getting them out on time may depend on whether the Payroll Department has all of the numbers it needs.

Consider that the Tennessee District, for example, employs 76 Smiths, 46 Joneses and 39 Williams plus 2,000 other people. Payroll people sigh when they see time cards for three "W. Williams" arrive neither with Social Security numbers nor center numbers.

These omissions may or may not reflect the basic hang-up of our age, which is that people do not like to be identified as "just a number." But, the company's appetite for numbers seems pretty modest when compared with situations like the one in this concluding anecdote:

A subscriber to a certain consumer magazine recently received a note from the publisher. "If you should find it necessary to write to us about your gift subscription order," the note said, "kindly refer to the File Number printed on the form." This was the helpful file number that was supposed to expedite everything: 0 580004 BGL 03135092 L149E31113 T8 2Y 100008953. □

Which is the bigger claim risk?

Tracing the Untraceables

If you're a driver, you can expect that some customer somewhere will request a proof of delivery of one package in your load every day. The UPS average is one tracer per 228 packages.

In some districts, there's a better than 15 percent chance that no proof will be found.

Other districts have improved those odds tremendously during the past year... not only by more persistent tracing of "No-Record" deliveries but, with drivers' help, by making every delivery more traceable.

This story is about their effort to eliminate the "untraceables."

A rash of bank robberies — at least one heist a day — plagued New York City last summer, attracting nationwide attention. The average take was about $25,000.

Meanwhile, UPS nationwide was being robbed of about $115,000 every working day... and few people knew about it. One other difference stands out in comparing the two situations: Bank robbery has returned to normal levels in New York, while UPS is still forking over about the same amount every day.

No one is stealing that amount of money from UPS. The figure represents packages which the company's tracing people could not prove were delivered. Evidence of the deliveries was not found on Delivery Records or anywhere else. They become what are called "No-Record" claims, which are the most common type of loss, well ahead of damages.

There's no way of knowing how many, but it's apparent that UPS is paying for a significant number of packages that have been, in fact, delivered.

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One clue that it's happening lies in the fact that UPS tracing people are tracking down about 1,200 more deliveries a day than they were a year ago. (The dollars paid in claims haven't decreased correspondingly, because inflation keeps pushing up the value of the merchandise claimed.) Their detective work has improved steadily during the past year and is continuing.

What has caused this encouraging trend?

"Rather than just answering tracers, we're putting as much effort now into finding packages," said Don Fowler, the Southeast Region's Delivery Information/Loss Prevention (DI/LP) manager. The Southeast led the company's impressive decline in No-Record claims.

Prompt answers to tracers, a UPS service feature, has hardly suffered as a result of increased attention to finding packages. The company's commitment is to complete work on 80 percent of all tracers within 48 hours after receiving them. This year, Delivery Information people have been closing a greater percentage of tracers in that time than they ever have.

Tracing people see better Delivery Records

Delivery Information people are the first to admit that they can't take all the credit for this improvement. "More accurate Delivery Records and greater effort by centers in re-tracing deliveries has got to be helping us," said Barry Brown, Tennessee DI/LP manager. "It didn't take me long to realize we can't do it all by sitting here. We had to go out and get some help from the people who have more control over the Delivery Records."

The Southeast Region may have had more incentive to jump early into the program to reduce No-Record claims. More than half of all packages picked up in the region are delivered in the region. The results of a concentrated effort, therefore, should be apparent to all of the region's districts. A package successfully traced in Tennessee, for example, prevents a claim from being paid in and charged to the Georgia District, where it was shipped.

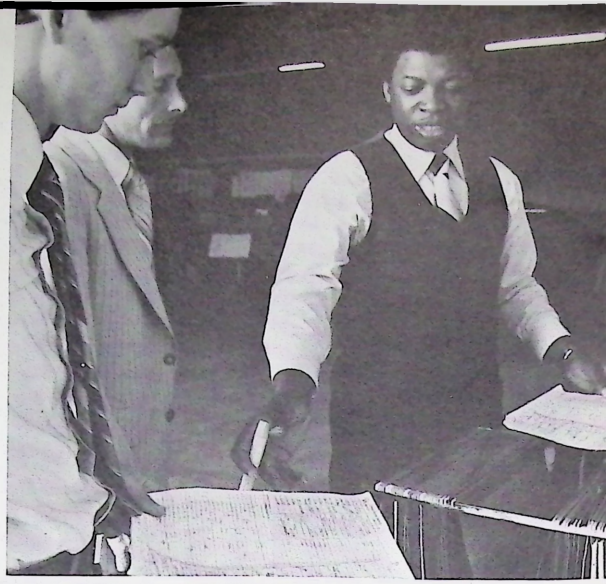
DIC's four-minute mile: proving delivery on 90% of all tracers

"There's a little more motivation to succeed when the end result benefits everyone," Don Fowler agreed.

Within the same district, mutual benefits also can come from working on both ends of the No-Record problem — tracing and delivery.

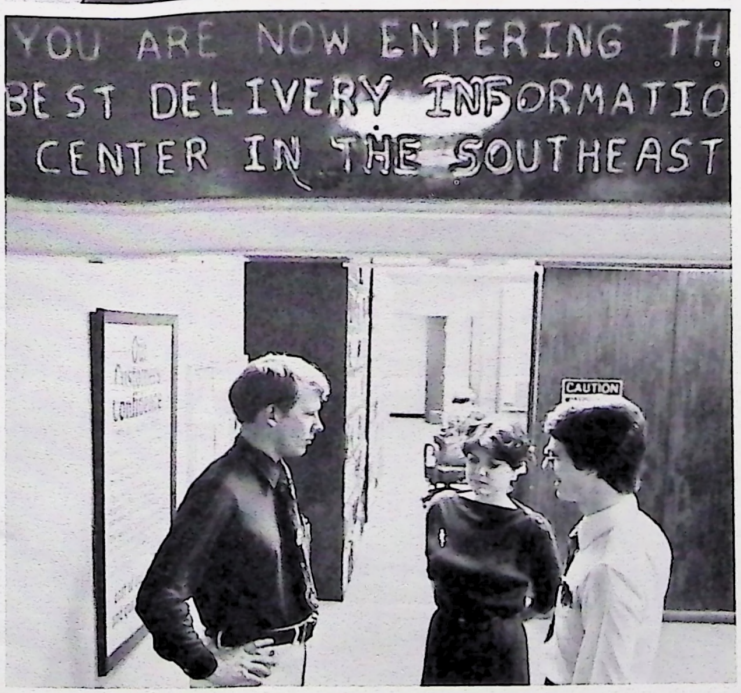
"We used to send 300-to-400 tracers a week to our centers for re-tracing," remarked Dave Patterson, North Florida Delivery Information manager. "These are tracers we could get nowhere with and are destined to become claims unless people in the centers turn up something on them. Lately, we've had to send far fewer.

"Know why? Since we started building an awareness in the centers about the No-Record problem, sheetwriting has improved. With better records, we can trace more deliveries ourselves and don't have to bother the centers as often."



Accuracy critical beyond Delivery Record

Dave pointed out that the Delivery Record isn't the only document that tracing people depend upon for accurate information. They sometimes use irregularity reports, overgoods records, address corrections, and other



The North Florida District reduced No-Record claims impressively during past year due to such efforts as these. CLOCKWISE FROM TOP LEFT... Delivery Records are audited regularly by Winter Park Center manager Rudy Certain (r.) and supervisors Buzz Wiant (l.) and Bob Murray. Center retracing is given more attention by people like Steve Persampieri. Bill Masayko helps Linette Letterman track down a delivery by locating driver area in which a certain address falls. Bill and Robbyn Berryman agree with Dave Patterson (l.) that pride is a key motivating factor in finding packages that "aren't there" on paper. "I found it!" cries Bob Chapman after persistent search for an elusive "untraceable."

UPS sources. "The tracer itself, of course, must be filled out accurately," he added.

Drivers are helping the East Carolina District reduce No-Record claims in another way. When a consignee's signature is missing or no record of a delivery can be found, drivers are asked to try and get a verbal acknowledgement that the consignee received the package.

"These requests used to come back negative about 45 percent of the time," said Linda McQueen, district DI/LP manager. "Now there are only about 15 percent negatives.

"We've made gigantic progress in getting a greater awareness and concern about this from the centers."

Beating 'four-minute mile' in tracing

Dave Patterson agrees. His district is one of the Southeast's most improved in reducing No-Record claims. In May, North Florida Delivery Information people proved delivery on more than 90 percent of its tracers, a feat that some compare to breaking the four-minute mile barrier. That effort resulted in 900 fewer claims paid than during the same month a year ago.

"Our faith in the UPS delivery system gives us a positive attitude about all tracers," Dave said.

Dave felt that his tracing people were better able than most to meet the region's commitment to improve the No-Record claim picture. They had been cross-trained extensively in handling each other's jobs, so that tracing work would not suffer because of absences or vacations.

The 'Making It Happen' Newsletter

The DI/LP Department publishes a monthly newsletter, called "Making It Happen," that deals exclusively with claims efforts in the district. The newsletter praises good work and is not afraid to point a finger at the bad.

Daytona driver John Sheriff, for example, was featured for catching labeling errors on three packages which would have been returned to the wrong shipper, possibly causing a No-Record claim.

On the other hand, drivers who "doorknob" some deliveries were faulted. Packages requiring signatures that are left on doorsteps, it was noted, were becoming a more common problem. The newsletter reported that "82 percent of all LDI's assigned to Loss Prevention for investigation this week have been denial of signatures."

Even districts like North Florida and others in the Southeast Region, which have made so much progress in reducing No-Record claims already, feel they can do better yet.

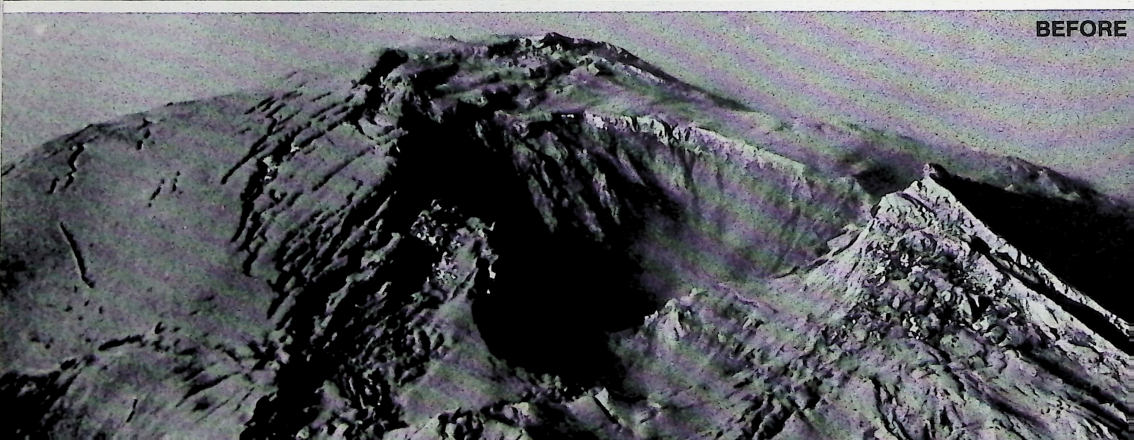
"I know we're still missing packages in our tracing," Linda McQueen said, "not because they're actually lost but because of such mistakes as inverted shipper numbers or lack of street addresses."

Added Dave Patterson, "We really don't know how much better we can do, because there's still a lot of room for improvement." □

THE ERUPTION DISRUPTION

In the aftermath of the day a mountain was blown into the sky, UPSers in 18 centers struggle—with surgical masks and panty hose filters—to perform their service role in the area's recovery.

AFTER



BEFORE

Every night for more than a week in late May, the headlights from a convoy of UPS vehicles followed a winding road up to a private residence above the town of Kelso, Wash. Fourteen package cars and a tractor-trailer unit would make that trip.

In a matter of minutes, the vehicles were maneuvered into position on the property around the residence, as if part of a long-practiced routine. The home was that of Jody Pries, Kelso Center manager.

The nightly operation was staged as a safeguard against the threat of further catastrophe in an area already staggered by the eruption of the Mount St. Helens volcano on Sunday, May 18.

The fear of massive flooding prompted the UPS maneuvers. A wall of mud and ash had plugged the Toutle River and threatened to suddenly give way, menacing the lives of 50,000 people and the UPS center. Jody's home stood on higher ground than the center.

The day a mountain was blown into the sky left many weeks of work in restoring a vast area of the Northwest to normalcy. UPS service in the area—from Washington to western Montana—had to be part of the recovery effort; already in its vehicles bound for the area were packages containing normal supplies of such vitally needed goods as insulin and other medicine.

It soon became apparent to officials that, as soon as the roads were passable, UPS vehicles would have to be waved through some roadblocks along with other essential vehicles. In the state of Washington, UPS customers made the appropriate officials aware of that reality. In Montana, part of the company's service territory for only five years, district manager John Sundell reminded the governor's office that UPS was just as essential as the Postal Service. The two services were then permitted to operate.

But for two days after the weekend eruption, 18 centers remained closed, along with practically all other businesses. The string of idled centers extended from eastern Washington, through northern Idaho and into western Montana. Even Bozeman, Mont., 600 air miles east of the volcano, could not send out its vehicles because of the swirling and drifting volcanic ash deposited in that vicinity.

About 26,000 miles of highway in the state of Washington alone were rendered impassable. On the western side of Mount St. Helens, bridges were demolished by timber that was uprooted by the eruption and washed into streams. The eastern side was spared the treachery of super-heated mud flows, but the fallout of volcanic ash created its own unique problems.

Some addresses just disappeared

Drivers from three centers—Chehalis and Kelso in Washington and Oregon's Portland North—serve areas around the base of Mount St. Helens. They had numerous problems finding people. Houses and farms where regular customers once lived were gone, covered by many feet of the grey cement-like mud.

"Some of my customers' names are on the missing persons list," noted Kelso driver Carol Vieth.

Even with the best intentions of making deliveries in the area anyhow, drivers were further stymied by closed roads. "I had to make a 40-mile detour because of a washed out bridge," said Kelso's Charlie Golden.

Hundreds of people had evacuated their homes in favor of emergency shelters in schools, churches and community centers. "When I'm lucky enough to find the neighbor of a consignee," said Gary Carson of Kelso, "they're very reluctant to accept the package; I guess, they don't know how long they'll have to be responsible for it." In these cases, postcards are sent, with the hope that the local post office can furnish a forwarding address.

The Kelso drivers also reported a lingering air of un-

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photo by Jerry Garner

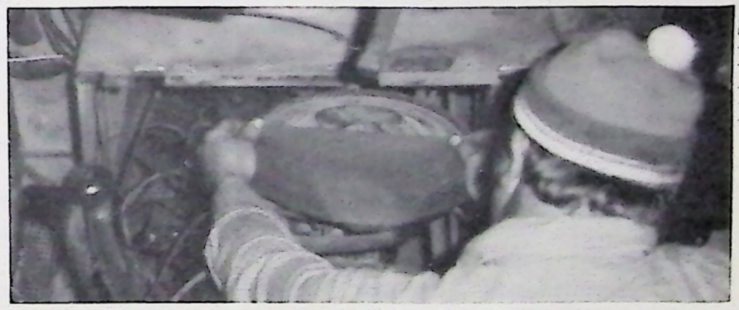

photo by Jody Pries

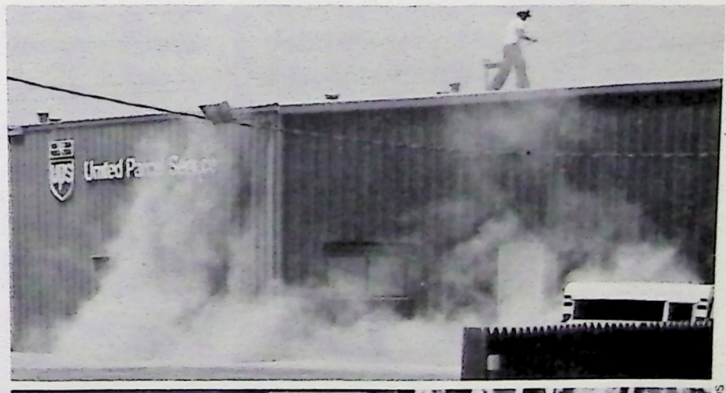

photo by Jerry Garner

photo by Jay Sigalos

photo by Wide World Photos

photo by Portland Oregonian

LEFT: Crater formed by May 18 eruption of Mount St. Helens expanded to a diameter of about two-and-a-half miles.

RIGHT, TOP-TO-BOTTOM: Yakima (Wash.) Center driver Everett Rummel added goggles to the surgical mask, which became standard wear in the weeks after eruption. Jason Hetrick, Kelso (Wash.) Center mechanic, stretches nylon stocking over air intake system of package car to help filter out volcanic ash. Ash swept from roof of Yakima Center raises nice fluffy cloud, but rain could have added enough weight to it to collapse the roof. Mud from volcano pushed this house off its foundation.

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certainty among the people they serve. Residents there remained very apprehensive, because of the continuing threat that the volcano will send another steaming mud flow through their towns. Local rivers were running dangerously close to flood levels because of the mud deposited in them by the initial devastation.

Ash-fall something to sneeze at

Service far east of the volcano encountered a different set of problems because of "ash fallout."

Speed limits as low as 20 mph were imposed on some highways, and traffic moved at one-mile intervals in an attempt to hold down dust swirls. Foot-high drifts of fluffy grey ash collected on some roads. The ash, which has the consistency of talcum powder and the adhesive qualities of cement, often blew back onto the road surface after snowplows passed.

Automobiles stalled almost as soon as they sucked in the ash. Some communities lost their entire fleet of police squad cars. People were cautioned to wear surgical masks to avoid breathing the powdery ash.

'I'm not aware of a single road call due to the ash'

UPS already had a supply of surgical masks on hand for use by loaders and unloaders and others who wanted them. All UPSers in the affected centers were given a new mask every day as needed. At the Moses Lake (Wash.) Center, there was enough to supply the local police force as well when their patrol officers ran out of masks.

A run on nylons...for autos

Protecting the vehicles took both ingenuity and a lot of work. Wherever stores were open, UPSers bought as many nylon stockings and panty hose as they could find. The nylon mesh was wrapped tightly around the air intake systems of all vehicles to stop large particles of ash from entering the engine.

The regular air filter was expected to trap the finer particles, as long as it could. Filters had to be changed about every other day, and drivers in the dustiest areas carried an extra one for installing on the road.

Despite these precautions, the finer ash could seep into the system anyhow. So the oil had to be changed weekly, in some areas as long as a month after the eruption. Vehicle chassis were lubricated weekly also, to prevent the gritty ash from wearing through seals into such sensitive parts as the universal joint, transmission and brakes.

Radiators were washed thoroughly every night, along with the vehicles, which returned to the centers caked with layers of the powdery grey ash.

"Engines from other companies' trucks were burning out all the time," said Dale Derham, Washington District Automotive manager, in early June. "I'm not aware of a single road call we've had so far due to the ash."

Yakima, Wash. driver Andy Mervos compared the experience of driving through the ash to that of following another vehicle on a dry dirt road all day in a continual cloud of dust. "I never thought I'd find myself praying for rain while I'm on the road," Andy commented.

Gray cloud of volcanic ash hovers over Richland, Wash., 130 miles east of Mount St. Helens.

One positive contrast with the service experience on the other side of the volcano is that drivers found most people at home. Residential "Send-Agains" became virtually non-existent, because people avoided going out into the ashy environment as much as possible.

Even after they begin leaving their homes freely, it may be awhile before people in the volcano's disaster area enjoy the outdoors as enthusiastically as they once did. A week after the initial eruption, the mountain blew its top again, spewing a large ash cloud into southwestern Washington and northern Oregon. Communities that one week earlier were deluged with mud and floods found themselves struggling with up to three inches of wet ash.

Scientists are unable to predict what will happen next with Mount St. Helens, but some have warned that after the mountain erupted in 1857, volcanic activity continued for 20 more years.

It is possible that between the time this article is written in early June and the time you read it, other eruptions will have occurred that bury the significance of this report. The *Big Idea* shares with the people of the Northwest the hope that such disaster sequels happen only in the movies.□

Energy Conservation RoundUPS

—This month featuring views and reports on UPS energy use—

Vol. 1 No. 3 | 'A Big Idea' | July/August 1980

About this issue...

The U.S. Postal Service (USPS) enjoys several advantages over UPS in its ability to make use of and pay for its alloted fuel. The USPS, as well as other carriers that compete with UPS, does not provide complete, doorstep-to-doorstep coverage to the extent that UPS does. The Postal Service also can hire other private services to carry and deliver the mail, including packages.

The USPS operates out of more localized facilities, which minimizes the mileage traveled by the fleets based there. The USPS can obtain fuel from other government operations, such as the Department of Defense.

Concerning its cost advantages, the Postal Service does not pay tax on the fuel it buys. In fact, parcel post is not charged by the USPS for the full cost of its fuel, so it need not recover those costs through its rates.

UPS must conserve fuel in whatever way it can just to offset these advantages, which increase in significance as the price of fuel increases. That's why, like the company's August energy poster says, "To compete, we have to conserve fuel."

Energy crisis is one both of cost & supply, says UPS President

"We will be challenged by an ever increasing energy crisis in the decade ahead, not only because of dwindling supplies, but also because of the spiralling costs."

So stated Jim McLaughlin, UPS President, at the company's National Management Conference in April. Jim went on to stress the importance of an active energy conservation program that involves all UPSers.

"The longer business and private citizens wait to implement self-imposed conservation, the closer we come to legalized controls," he said. "If the challenge is ignored, there will be the increasing danger that conservation will have to be permanently under governmental control.

"New techniques and equipment are being applied every day in our war on energy waste. However, to date the most effective energy conservation tool is our people—their driving habits on the job and off, the proper setting of thermostats, and turning off and reducing unnecessary lighting...."

UPS energy use dips, but is mere chip off huge cost rise

Energy consumption throughout UPS during the first three months of 1980 showed impressive declines across the board, according to the quarterly report issued in May.

Compared to the same period in 1979, heating oil use dropped 13.6%; electricity, 1.7%; natural gas, 14%; and propane, 35.4%.

Fuel mileage improved .3 mpg both for gasoline and diesel vehicles. Despite an increase in miles traveled, gasoline consumption dropped .6 percent. A greater increase in feeder mileage led to only a small rise in diesel fuel consumption of 1.4 percent.

"Some of the decrease can be attributed to a milder winter in some parts of the country," explained Jerry Wollard, national Energy Conservation coordinator. "However, a good deal of the improvement is in our energy conservation efforts by many of our people across the country."

In terms of dollars, the total companywide savings was $2 million.

So much for the good news. The bad news is that the cost of energy rose a whopping 54.4 percent. Despite the impressive conservation effort, UPS spent $16 million more in just the first three months of this year than during the same period in 1979.

MPG Certification Program depends on good PMIs, survey notes

In adopting the program to set a miles-per-gallon rating for all vehicles in their delivery areas, it's crucial to begin on the right foot. Each vehicle being rated must be at its optimum level of fuel efficiency, it was stressed in a report presented at UPS's National Management Conference in April.

The report was based on a survey of the fuel conservation programs in ten districts. Bob McCain, East Carolina District manager, reported on the survey. He discovered some notable successes with the MPG Certification Program, as well as some disappointing results.

In examining the lack of success in some locations, Bob concluded that "there is a need for our vehicles to be

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Energy Conservation RoundUPS

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certified by the mechanic and the Automotive supervisor before we send out a delivery supervisor and driver to rate and certify a vehicle for its maximum miles per gallon. This Automotive certification should be done along with the regular servicing of the vehicles.

"Without this Automotive certification," Bob said, "it is possible that we could be rating our vehicles when they are not at their optimum level of performance. This daily standard for our drivers, in other words, would be set too low, and we would not be getting the fuel savings we should from these vehicles."

Energy saving tips for pets offered

Pooch and puss, it's time for you to get with the program.

Thoughtless behavior by pets may waste energy and drive up household costs. So the Con Edison power company magazine offered the following tips for the energy-conscious pet:

- Make up your mind whether you want to go in or out before the door is opened. Much heated or cooled air may escape from the home while you sit and vacillate.
- Come promptly when called so your family won't have to stand at the door, freezing and yelling like idiots.
- Learn to use a litter box in cold weather.
- Do not sit on hot air registers.
- Do not walk on family members at night. This can cause awakening and turning-on of lights.
- Eat dry food when possible; it does not require refrigeration.
- Do not run to the kitchen when you hear the hum of an electric can opener, assuming a can of food is in the offing. Insist that the manual type be used.

photo by Jon Heddleston

Phil poses at UPS parking lot with his new electric car.

Phil expects last laugh with his new odd-bird electric automobile

Medina, Ohio supervisor Phil Matisak expected a bit of heckling during the first few weeks of commuting in his new cart, er-, car.

"Mind if we play through?" someone kidded while following Phil into the UPS parking lot.

A Medina Center driver quipped, "I hope it's economical, because it sure is ugly!"

Chances are good, however, that Phil will have the last laugh. For "two bits" worth of electricity, his odd-looking auto, called a Commuta-Car, will travel nearly 50 miles. It's good for another 50 with every re-charge.

Because it has no engine, Phil's under-$5,000 electric car is practically maintenance-free. Once a week, he checks the water level in the eight, six-volt batteries that power the six-h.p. motor, as well as one 12-volt battery that runs the accessories. Periodically, the car must be returned to the dealer so its copper contact points can be examined.

Phil lives about 12 miles from the center. Previously, he commuted in a van that guzzled $10 worth of gasoline a week. He now uses his bright red two-seater to shop and run errands as well.

With top speeds of only around 40 miles per hour, Phil's car is not recommended for use on highways. Faster, more expensive electric models are now available. However, Phil must replace his batteries every 12-18,000 miles, at a cost of about $550. That cost is expected to come down, though, as battery technology, supply and demand all increase.

New UPS engine's impact on oil and auto industries is weighed

As the first UPS stratified-charge, multi-fuel engine purred through its hours of testing at a Beacon, N.Y. laboratory, the oil and automotive industries already were speculating about its potential.

The engine was installed in a package car in June as the next step in testing it. If the engine proceeds satisfactorily through all phases of testing, the next step would be to gradually retrofit it into as many of the company's 35,000 package cars as possible.

William Tierney, an engineer with Texaco, Inc., believes that such a large number of engines in operation might make it practical for U.S. refineries to begin producing fuels without high octane or cetane ratings. The availability of fuels that require less energy to produce would enable the engine to achieve its greatest potential in fuel economy.

If the engine is successful, it probably will influence the way at least some of the auto industry's new engines are designed, according to Al Wrigley, a technical writer for the publication, *Diesel & Gas Turbine Progress*. General Motors, which makes the 292 engine UPS is converting, probably wouldn't be interested in manufacturing either new components or complete engine assemblies for multi-fuel vehicles in the future, Mr. Wrigley speculated, unless the volume of demand is very high. G.M. sources indicate that their company may get into the production of stratified-charge, multi-fuel engines of its own in the late 1980's.

There are many casting and machining firms in this country, however, that do business in smaller volumes than automakers do. They might try to get involved in the initial stages of multi-fuel engine production, Mr. Wrigley felt.

photo by John Bolt

100% fuel reduction achieved

Maintenance people in Worcester (Mass.) hub reduced their gasoline consumption by 100 percent, thanks to device shown here by supervisor Dick McDonnell and Leo LeFlamme (now retired). Worcester mechanics now tote their gear from one end of the hub to the other on these three-wheelers instead of using spare package cars.

photo by John Ellis

Sign-up sheets are coded by numbered geographical areas around Northbrook hub.

Chicago-area hub forms dozen-plus car pools

A number of Northbrook (Ill.) Hub UPSers changed their commuting routine to car pooling, and it's really paying off. Ed Brown, Personnel supervisor for the Chicago-area facility, got it started with a bulletin board campaign.

People interested in rides put their names on a sheet posted on the board. There's a sheet for each of ten geographical areas in the vicinity of the hub. Drivers and riders in each area make contacts from the lists and arrange a pooling routine. More than a dozen car pools have formed from among the 500-plus people who work there.

"Most of the people live in the Northbrook area, so it's easy for them to get together," said John Ellis of North Illinois Personnel. "It's a great help particularly for those who live with their parents and can't always count on getting a car to come to work. Of course, everyone likes to beat the brutal cost of gasoline, too."

George Lamb elected Board Chairman

The UPS Board of Directors elected George Lamb as Board Chairman and chief executive officer in May. George, who has been Vice Chairman for the past year-and-a-half, succeeded Harold Oberkotter. Harold served as Chairman and chief executive officer for more than six years.

Harold was elected Chairman of the Executive Committee, succeeding Paul Oberkotter. Paul will remain a member of the Executive Committee, which also includes George, Harold and Jim McLaughlin, President. Paul preceded Harold as Board Chairman and was President for ten years.

Both Harold, 70, and Paul, 75, asked that they not be re-elected, in favor of continuing the policy of turning over major executive authority to younger people.

George, 55 years old in July, joined UPS as a part-time clerk in Cincinnati in 1952. The Middleton, Ohio native was attending the University of Cincinnati on a G.I. Bill grant, following World War II duty as an Army Air Force gunner.

After earning a law degree, George began to work full-time for UPS in supervision. He held various jobs in all phases of operations, including service as district Personnel and Industrial Engineering manager. He eventually became the district manager in Cincinnati and, later, managed another district and two regions. In 1972, George became National Operations manager and a member of the Board of Directors.

George Lamb

Harold Oberkotter

Paul Oberkotter

George Lamb: Looking into the 80's

A month before he was elected UPS Chairman of the Board and chief executive officer, George Lamb spoke at the company's 1980 National Management Conference. He offered the following views on what he regarded as important matters to be faced in the 1980's.

The past decade has seen UPS emerge as a national service. Without being complacent, we can be proud of our accomplishments in the 1970's. The growth, improvement and change are most impressive.

Looking ahead into the 80's, there are several areas that seem important to me.

First, and perhaps most important, we have the responsibility of continuing and strengthening our basic policies and philosophies...Our story of service, integrity and success provides a shining light in the free enterprise system. This is certainly a foundation we want to build upon and strengthen.

photo by Jerry Nieman

George Lamb is greeted by feeder driver Bob Ross during Board of Directors' 1979 tour of Cincinnati facility. George began his UPS career in Cincinnati.

More capable team today

We grew fast during the 70's. Often we had to advance from crisis to crisis. We filled jobs hurriedly. We often operated with makeshift facilities. We did it and we did it well.

In this new decade, we will be able to upgrade our skills. Our people are more capable and better trained...We will have the satisfaction of being part of an effective, confident team.

Providing financial security

While the mix of our financial package (of pay, benefits and profit-sharing) may change, as it has throughout the years, it is important that we must continue to provide well for the financial security of our people.

Business opportunities

We will have the opportunity to intelligently pursue diversification. We have taken our first steps in this area. We have learned during the past year or so. We still have much to learn. Diversification will add to our opportunities.

At the same time, our package business will remain our basic business. There will be many potential sources of added packages.

Challenges ahead

However, we will face many challenges in the 80's. Let me mention a few of them.

On top of my list is competition. Parcel post is an aggressive competitor. We must expect this challenge to continue in the 80's.

Other competitors will be fighting to make new inroads. Regulatory reform is an unknown, perhaps bringing both opportunities and challenges. Shippers today are developing unique ways to get their packages delivered at rates below ours.

Room for further cost control

The job of keeping our rates low enough to hold and attract new business presents us with an enormous challenge in the area of cost control.

We have made major strides in our cost recovery. We might even feel there is not much left.

Do you realize, however, that each one percent improvement in effectiveness in our hubs is worth $3 million annually?

Or that a change in our claim frequency from, for example, .55 to .54 per thousand packages reduces our claim expense by a million dollars? One could go on and on....

Thinking small

Meanwhile, because we've grown big, we face a unique challenge — to stay small. Despite our bigness, we must think "small," particularly about our service. As has been said many times before, service is the sum of many small details done right the first time.

We may lose sight of the fact that damages, missorts, misloads, customer complaints and the like are more than numbers on a computer printout. Doing the basic service job well is a most serious matter. Many times, too, we find that getting the basics done correctly takes less time and effort than is already being put in.

Better communications stressed

With our increasing size, the task of keeping each other involved and informed with understanding has grown in importance. This is an opportunity and challenge within a center, within a division, a department, a district, a region, in our National Office, and between any and all of these.

Each of us needs to be aware of this need, whether it be within our own area or between other areas, be they up, down, or sideways. For it will only be with this understanding and trust that our partnership will continue to prosper.

Social change may be good

As you know, social changes came upon us thick and fast in the 70's — consumerism, energy conservation, ecology and the like. We will continue to face these and many more. However, we must not be afraid of such changes. They can be good for our company....

We should look forward to change. We should learn how to manage change while, at the same time, holding fast to those principles that have made United Parcel Service such a success.

I look forward to entering the 1980's with you.

Chuck Foreman (r.) gestures to make a point, as George Lamb listens.

Chuck Foreman, UPS Director and 'public figure,' retires

For most of his 39-year UPS career, Chuck Foreman was valued for his contributions to new and emerging areas of company interest. So, in late May, before he retired from the company, Chuck was asked to share his vision of the road ahead for UPS.

"I don't think it's appropriate when you leave a company to dream for others who are going to have to find that path," he answered. "We have younger people today to both dream and find a good solid highway to those dreams."

Beyond his younger years into the present, Chuck helped "find highways" that led the company in new directions, into activities which have become a part of UPS life today—including the development of driver and management training, building the air business, introducing public and congressional relations and, most recently, diversification into new business enterprises.

Chuck was a member of the Board of Directors for 11 years. He devoted much of the latter half of his career in putting together what has become the Communications and Public Affairs function. He also served as administrator of the UPS Foundation since its creation nearly 30 years ago.

During those years, Chuck became UPS's main "public figure." He represented the company in its relations with transportation organizations, universities and state and federal legislatures and agencies. One of the biggest challenges of his career was opening the lines of communication between UPS and the Washington community of lawmakers and regulators.

"It was part of my job to help create a political environment in which the company could succeed," Chuck explained. "Of course, it was up to the operators to make it happen. But I could help see that they were protected from regulations and legislation, particularly regarding postal subsidy, that would militate against the company's success. Trying to find the sources of such threats in that big wilderness in Washington seemed mind-boggling at first.

"We've gone beyond the original, purely defensive approach to the point where we now extend help to our government and society. The D.O.T. (Department of Transportation) and other federal agencies—even the White House staff—will approach us to help them in areas where we have acknowledged expertise."

Chuck pointed to other areas where the Communications and Public Affairs function has grown during his tenure. In recent years, fields new to UPS, such as advertising and public relations, have been entered on a modest scale.

Speaking about the potential value of advertising, he noted, "It may be that we have reached the point where our customers are such a large part of the public that you can reach them just as well, and more economically, through T.V., radio and periodicals as by direct contact. I happen to believe we have reached this point."

Chuck reiterated that while he does not want to leave his dreams behind for others to fulfill in the years to come, he sees bright things on the horizon for UPS.

"I believe the talent and the people are there to take this company anywhere," he said. "When you look back, our development in the package business has been primarily the acquisition of the right to serve...We are just getting into marketing and making service changes to attract new business. We're on the threshhold of a new era."

REWARD
program increased to $5,000

UPS has authorized an increase in the maximum amount payable under the company Reward Program from $1,000 to $5,000, taxes paid.

The conditions of the program remain unchanged. The reward is payable for information leading to the arrest and conviction of any person who has stolen merchandise or other valuables from UPS.

Maximum reward payments of $5,000 will be authorized by National Loss Prevention, based upon nominations submitted by the districts. The only criteria for full payment of the reward will be that the information (1) resulted in the arrest and conviction of a dishonest person, and (2) prevented or recovered a loss to UPS.

Reward payments of up to $1,000, taxes paid, may continue to be paid locally under the District Reward Program. No additional money will be paid by the National Office, however, when payment has already been received from the district.

Don Fischer, National Loss Prevention manager, said that new Reward Program posters will soon be appearing in all districts. But the revised program is now in effect, and he urged all employees to make use of it.

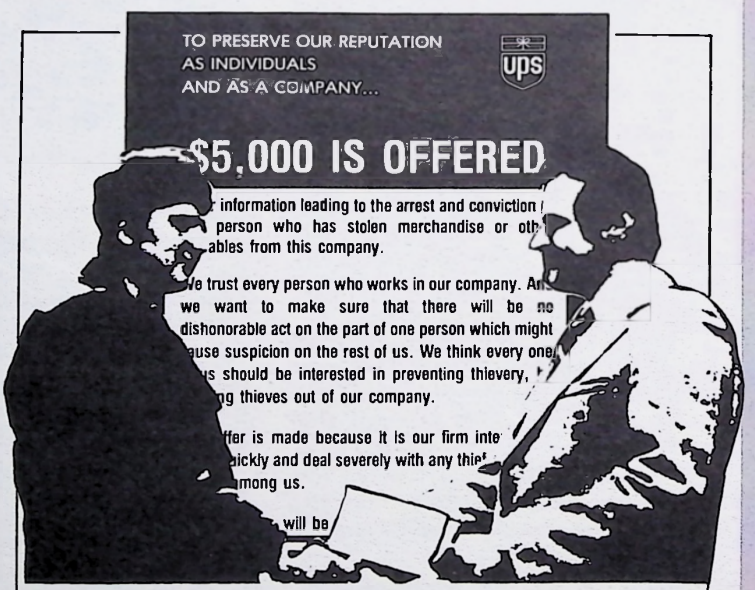
"The purpose of the Reward Program is not to catch thieves," Don noted. "Catching a thief does not repair the damage already done to our customers' expectations or our company's reputation for integrity and dependable service. Rather, the Reward Program is meant to help preserve that unique reputation upon which United Parcel Service was built, and to insure the future livelihoods that we all expect to receive from our business.

"Rewards are offered," Don continued, "in recognition of the personal integrity and good faith of employees who actively assist the company in pursuing its policy of dealing quickly and severely with the occasional thief in our midst. The Reward Program is meant to be an incentive to the vast majority of honest UPSers who will not tolerate a thief. The program has become an important part of our Loss Prevention awareness activity," Don added. "The mere existence of the Reward Program is itself a deterrent to internal theft and dishonesty."

UPSers who have first-hand knowledge of dishonest activities should discuss it with their manager or supervisor, or furnish it to any Loss Prevention representative. The information will remain strictly confidential, and it is not necessary to testify in court concerning it.

Information furnished may implicate any person, inside or outside the company, who has stolen merchandise, money, or other valuables from UPS. Don cautioned all employees, however, against resisting a robbery or hijacking attempt, or trying to apprehend a thief.

"The personal safety of our employees," he said, "is far more important than any monetary loss to UPS. We simply ask our people to remain alert and to become personally involved in reasonable Loss Prevention activities."


TO PRESERVE OUR REPUTATION
AS INDIVIDUALS
AND AS A COMPANY...
UPS
$5,000 IS OFFERED
information leading to the arrest and conviction
person who has stolen merchandise or oth
ables from this company.
We trust every person who works in our company. An
we want to make sure that there will be no
dishonorable act on the part of one person which might
use suspicion on the rest of us. We think every one
s should be interested in preventing thievery,
g thieves out of our company.
ffer is made because it is our firm inte
ickly and deal severely with any thief
among us.
will be

The UPS Policy Book states:

We insist upon integrity in our people. We try to represent our company honestly to employees and in turn expect them to be honest with us.

We expect honesty from them in their handling of the substantial amounts of money, merchandise, and property with which they are entrusted.

We expect honesty with respect to intangible things as well—in the time, effort, and full value of the jobs they perform, in fair play in dealing with others, and in the acknowledgement of mistakes or other shortcomings.

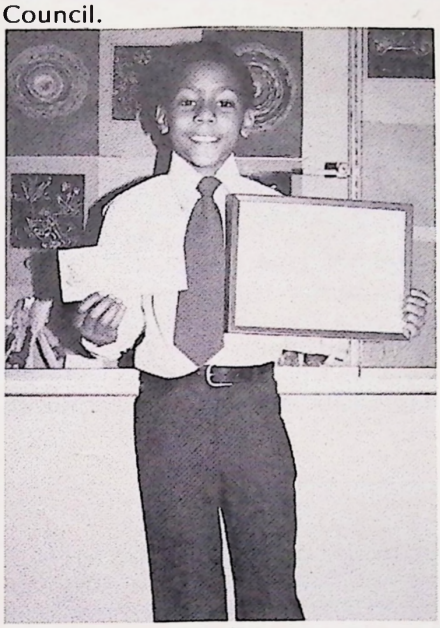
The great majority of our people are of high moral character. However, when we do discover a dishonest person, we deal with that individual quickly and severely. For our company to be known for its integrity, each one of us must meet high standards.

Short takes

Why is **Donnie T. James, III,** a third-grader at Cleveland's Mount Pleasant School, so happy these days?

Donnie's artistic ability has earned him a Council on Human Relations' "Award for Creative Achievement" along with a $50 savings bond.

In an assembly program at Mount Pleasant, Donnie recieved the award from UPS Personnel manager Neil Konietzko, a board member of the Council.



Casey Scholarship recipient (see May 1980 *Big Idea)* **Jeanette Sabo** recently received her award from district manager Ed Meyer, as her father, Middleburg Heights automotive manager Paul, and her mother, Jean, look on.

new arrivals

William Michael Ciccotelli

Tita Shaunte Coleman

Anthony Michael Costantino

Julie Anne Daymut

Mark Anthony Evans

Scott Thomas Leygraff

Adam Joseph Likowski

Colin David Perzel

Jason Michael Sikora

Oops! We goofed. Our apologies to the Cleveland family. Nikia Lynette Cleveland was incorrectly identified in the June *Big Idea.*

Telephone center

(continued from page 5)

calms down."

Before the mentioned call was completed, the caller apologized to Dorothy and expressed appreciation for her help.

Jan advocates a similar strategy. She relates, "First, I attempt to bring them under control to get the correct information. I let the person get it all out of his or her system, then I try to reason with the caller."

Annette is quick to point out that along with difficult calls, there are some that give you a lift for the whole day. She cites a call in which a person telephoned just to say "thank you" for her help. "That kind of call makes you feel like you're more than a telephone representative. You're a person who helps others."

While talking with the representatives, it becomes clear they truly enjoy helping people. Keeping this in mind, it's easy to agree with Gary Adams when he states, "There's got to be a whole lot of satisfied customers out there as we work towards our second millionth call."

Five Seeing Habits

1. Aim high in steering
2. Get the big picture
3. Keep your eyes moving
4. Leave yourself an out
5. Make sure they see you

Six Safe Work Methods

1. Protect from strains
2. Prevent slips and falls
3. Avoid falling/fixed objects
4. Look out for cuts
5. Prepare for emergencies
6. Plan for end of day

Service is the sum of many little things done well

New Philly employees use ISP card

The New Philadelphia Center is located in a rural area approximately 80 miles from Cleveland. It's a relatively small center housing 30 drivers in one building. Space is limited in this building and there's not much room for Service Awareness meetings.

Nevertheless, at a New Philly Service Awareness meeting, it's evident concern here for good service is as considerable as that of any other center in the district.

New Philly's Service Awareness committee meets monthly at the Delphian Motor Inn near the center. Today, the group consists of drivers Carolyn Bayer, Duane McConnell, Ron Merrin, supervisor Joel Brown, Customer Service representative Myron Hoagland and Service Awareness manager Charlie Waldron. Over breakfast, the committee is involved in a general discussion of ways to improve UPS service.

During this discussion, each person voices particular service concerns addressing a wide range of topics — poor packaging, confusing labels, unclear stamp impressions, and so on. It's acknowledged these shipping inadequacies exist and to some extent will continue to exist unless every person in the center becomes involved in trying to eliminate them. But how?

The ISP card means communication

New Philly driver Duane McConnell implies a means of centerwide involvement when he simply states, "The ISP card makes everyone's job easier."

The Incorrect Shipping Practice (ISP) card can create total awareness of shipping discrepancies that cause claims and service failures. On the card four general categories are listed — stamp impression, packing, labeling, weight. Under each category, shipping inadequacies are also listed. For instance, listed under the "Labeling" category are concerns such as 1. Flying Tag Used, 2. Improperly Placed, 3. Illegible, 4. Loose, 5. UPS Hazardous Material Label Not Used, 6. Improper Or No Return Address, 7. No Zip Codes Shown, 8. Multiple Labels.

Now, if a driver, loader, unloader, clerk, supervisor, whoever spots one of these shipping inadequacies, all the individual needs to do is to fill out the card and circle the discrepancy. If the problem is not listed, the person can write it on the back of the ISP card. The card is sent to the origin shipping district. A Customer Service representative talks with the shipper about the concern. The card is then returned to the center where the complaint originated with a report of what positive action was taken to correct the discrepancy.

Must see results

The New Philly Service Awareness group is quite vocal about the merits of ISP cards. They see them not only as a means of reducing claims and improving service but also as tools that can help every UPS employee.

Zeroing in on driving, Duane explains, "It's a good job

Driver is the key to preventing motor vehicle accidents

The only sign this tailgater can read is the package car numbers.

Because some drivers insist on tailgating, and because some drivers must travel at 70 miles per hour on any piece of pavement that resembles a highway, and because some people refuse to believe seat belts can save their lives, this article is not for everyone.

No article will change the minds of the types mentioned above. If you are one of those people, read no further. The following will serve no purpose.

If, however, you are concerned about your vulnerability regarding serious, injury-producing, automobile accidents but need an occasional reminder, then this article is for you.

Simple facts

No less than 50,000 people in the United States each year lose their lives as the result of an automobile accident. Approximately 5,000 people a day are involved in a serious accident. The odds, then, of you being in such an accident are greater than you might think.

Now, unless a person is caught up in the, "It always happens to the other guy syndrome," that person will want to do whatever is possible to reduce the odds of an automobile accident. Awareness of the following three facts may be helpful.

Fact one: Tailgating will **not** limit your chances of being involved in a serious accident. When you drive only a foot or two or three in back of another vehicle, like a horse with blinders, your vision is narrowed. The knowledge of

to reduce claims and service failures

that really isn't that hard, but it's the little things that can make it hard." Duane implies the ISP card can be a UPSer's best friend because it will eliminate some of these little things such as confusing labels, poor packing, and the like. These all add up to more handling and more work because they can cause returns, damages, send agains, and missorts to name a few.

Duane warns, though, the ISP cards are worthless unless people use them. Pinpointing drivers but making a point that is relevant to all UPSers, he asserts, "What's important is that drivers and shippers start seeing results. If drivers see the condition of packages is improved, they will continue to use the cards. If shippers see damages reduced and service improved, they will continue to respond to the cards."

One might view the effort then as a cooperative cycle. Results produce cooperation which in turn produces results. For this cycle to progress smoothly, though, as always, clear communication is a necessity. Service Awareness manager Charlie Waldron points out, "ISP cards may be sent and received all over the country. It's important that whoever makes out an ISP makes it out completely and signs it. In that way, it can be returned to the right person and that person knows action was taken."

South Division Customer Service representative Myron Hoagland says that more often than not action produces results. He explains, "The ISP cards are evidence that can be presented to the shipper. We (Customer Service representatives) can show the shipper a card and say this is what we got from the driver or whomever."

"Most shippers want to cooperate," Duane adds. "When they are made aware of the problem, they usually realize it's to their benefit to correct the situation."

Members of New Philly's Service Awareness team include Jack Garabrandt; Bert Romig; Joel Brown, supervisor; Carolyn Bayer; Tom Sindlinger; and Duane McConnell.

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what is happening around you is critically restricted along with your ability to see and react to the unexpected.

Furthermore, consider this. From the point of driver reaction, a vehicle traveling at 20 mph needs approximately 40 feet to come to a complete stop. At 40 mph, the vehicle needs 160 feet. Now, if you are tailgating at any speed, and the vehicle in front suddenly stops, what are your chances?

Fact two: Speeding will not decrease your chances of being maimed or killed. What's more, the faster you travel, the likelihood of your killing or seriously injuring yourself and others is greatly increased. A comparison serves as proof. A head-on crash at 55 mph has the same effect on an unbelted adult as a freefall from a 15 story building. Obviously, then, as speed increases so do the stories — that is, the stories of gore and of crushed, mangled bodies.

Even if you are belted into your seat, higher speeds mean less control and greater impact upon collision. The increased risk of an accident and injury cannot be denied.

Fact three: Seat belts will **not** kill you.

However, the chances of your being killed or injured are greater if seat belts are used as automobile ornaments instead of safety devices.

Consider this. Over 85 percent of automobile fatalities that occur each year are people who were not wearing safety belts. The Department of Transportation estimates that 50 to 75 percent of those victims could have been saved if they had been wearing the belts.

This is because it's the secondary collision that usually injures or kills. After a care initially collides with another vehicle or a barrier, the passengers are thrust towards the point of collision. The secondary collision is that of passengers crashing into other passengers or crunching into dashboards, windshields, whatever. A seat belt will lessen the number and extent of secondary collisions.

The wit that once said, "It's not speed that kills, it's the sudden stop" was only partially correct. The speed that you are traveling upon impact is directly proportionate to the speed in which you'll crash through the windshield, crunch into the dashboard, slam against a door, or crush into another passenger if you are in an accident and not seatbelted. Thus, seat belts and speed determine what shape you'll be in after the "sudden stop."

If you have read this far, congratulations. You evidently are concerned about your safety and that of others. Unfortunately, this article is not for everyone.

Don't sit on it!
Buckle-up for safety

Service and safety benefit

Parma employees accumulate 2,135 days without a road call and 2,000 safe driving days

What are the far-reaching implications of an excellent no road call record? This is the question with which the *Big Idea* grappled upon receiving word that the Parma Center had reached 2,135 road call free days.

We knew limiting road calls must be important. Common sense dictates that a vehicle which begins a delivery day and then is taken out of service is going to cause a lot of aggravation and concern. The driver is thrown off schedule. Customers may receive deliveries or pickups late. The mechanic's day is disrupted. Managers and supervisors may need to call customers or find help for the unfortunate driver.

But in addition to the obvious disturbing effects of a road call, were there more far-reaching consequences of reducing them? This is the question the *Big Idea* wanted answered as we went out to investigate the road call priority in Parma Center.

Mike Daymut

Parma driver Mike Daymut has some very definite views about consumer rights. Consumerism may seem a far cry from the road call topic at hand. Actually, though, there is a direct relationship.

". . . a big consumer advocate . . ."

"I'm a big consumer advocate," Mike asserts. "If I'm going to purchase a service or product I want that service or product to be right. People are paying for a specific service, and they should get it."

Mike's point is well taken. A package car taken out of service means a disruption in the delivery day. This can affect the reliability or timeliness that the consumer expects from UPS. A road call then can jeopardize the service for which a consumer pays and should rightfully receive.

Commenting on the importance of reducing road calls, Mike continues his consumer advocacy. "You don't have service failures. That's the biggest factor for me. A lot of times we deliver things that people need on time, checks for example. People expect and need the service. If you eat stops, that's poor service."

Parma Center manager Jerry Nerone lends credence to Mike's observation when he says, "The day we had a road call that broke our no road call chain, we missed a pickup."

Jerry expresses great concern over a missed pickup, and for good reason. The potential damaging effect of this is severe. In essence, it means UPS has not kept its word. As a result, the credibility of the UPS delivery service is questioned by the consumer.

The safety/road call correlation

As Mike drives down a steep incline that heads directly into a river, he expresses a concern, "I always fear one day I may go right into the river." With Parma's road call record, chances of Mike's taking a swim with his package car are extremely remote. This is because a road call free car means a safe one.

Intrinsically, Mike seems to realize this. He explains that being road call conscious, "The drivers are more aware of what's happening with the vehicle. People who don't look at gauges are looking now." He goes on to point out the importance of a package car's vacuum gauge. "If the gauge goes to zero," Mike warns, "watch your brakes."

Safety also is enhanced in a center with road calls a top priority because pretrips are more thorough. Furthermore, drivers are more deliberate in writing car condition reports. Jerry indicates drivers in general show increased concern about the condition of the vehicle. He says, "They are calling in about vehicles if they suspect any problem. The drivers are getting the road call days, not the Parma supervisors or me."

Mike makes it clear the heightened concern drivers show towards their car is worthless unless the mechanics share this concern. In his opinion the mechanics that service Parma vehicles care. He flatly states, "Whoever works on Parma's cars does a good job."

Aside from "getting road call days," Parma drivers are getting safe driving days too. At about the same time the center earned over 2,000 no road call days, they reached 2,000 safe driving days, a combined feat that is virtually unheard of. Referring to this achievement, Mike, a seven-year driver, comments, "I've never seen a time when this has happened. There has to be some sort of correlation between the two."

Parma achievers are (l.-r.): Mike Briggs, division manager; Mike Cooper; Frank Costanzo, Customer Service manager; Al Anders, supervisor; Phil Lehmann; Dave Paul; Bruce Finkler; Dennis Colburn; Dennis Yurosko; Ron Schuster; Dan Horhn; Scott Pritchard; Ray Rivera; Len Vickory; Wayne Moffatte; John Hixenbaugh; Joddie Lott; Jim Fleckenstein; Steve White; Vic Kastelic; Jim Geschke; Steve Lombardo; Al Edwards; Don Hajdin; Ben Ledinke; Jim Schrier; Bill Zaremba; Joe Labuda; Bill Slusar; Wayne Fowler; Bruce Walker, supervisor; Tim Clark; Tom Balogh; Ken Paul; Larry Susin; Bob Scott; Gary Likowski, supervisor; Jerry Nerone, center manager.

The energy factor

Parma Center is actively involved in the UPS car certification program (see *Big Idea,* June 1980). This fuel conservation effort is designed to help drivers become aware of driving habits and vehicle conditions that may cause excess fuel use. How does this relate to the road call scene?

Mike puts it best when he says, "Because of the certification program, there's generally more attention to the entire package car." As an example, he talks about tire inflation, spark plug condition, little things that save fuel while at the same time reduce chances of a breakdown.

As a result of the program, drivers are examining more closely their driving habits and are more sensitive to energy wasting conditions. Logically, the MPG conscious drivers are more careful and thus safer drivers.

A sense of accomplishment

Mike does not overlook the role of driver recognition in Parma's road call achievement. Exhibiting a psychological flare and a sensivity of human nature, he says, "People's egos need to be reinforced. A raise in money is nice but after a while, it's like you've always had it. You need more to keep you going. Jerry gives recognition to drivers. This makes the driver feel he's not just doing a job. Instilling a sense of accomplishment is really more important than money."

When it comes down to it, Mike's insightful observation brings out the essence of Parma's success. Pride and a sense of accomplishment sustain the priority. With the road call reduction effort made meaningful, people care. Without this, success stories such as Parma's are nonexistent.

Safety is a year 'round job

Safety-minded feeder drivers achieve over 2,000 safe days

In the March 1980 *Big Idea,* a feature article publicized the East feeder drivers' 1,000 safe driving days. Now, six months later, the East feeders have reached another milestone, 2,000 safe driving days. For any driving group this is an enviable achievement. But with only eight regular feeder drivers, 2,000 safe driving days translate into a year of continuous accident-free driving for the East feeders. This is nothing to toot one's horn at.

During the safe driving period, from July 12, 1979 to July 3, 1980, the group has logged 656,000 miles with approximately 16,000 on road hours. To date the total safe driving years for the eight drivers is 97.

Comments from the East

On July 3, the East drivers got together for breakfast to celebrate their safe driving achievement. During that time, conversations were peppered with comments about driving. Here are a few thoughts on the subject from a group of drivers who collectively have driven a solid year without an accident.

"None of the (East) drivers think they're the best. They take criticism with an open mind," said Ken Brunecke. "I don't care how long you've driven, there's always something you can learn."

"Sometimes you drive so much in the night, it seems like you're staying still," added John Bogunia.

"When you're driving all night it's a different world," stated Steve Hapsic.

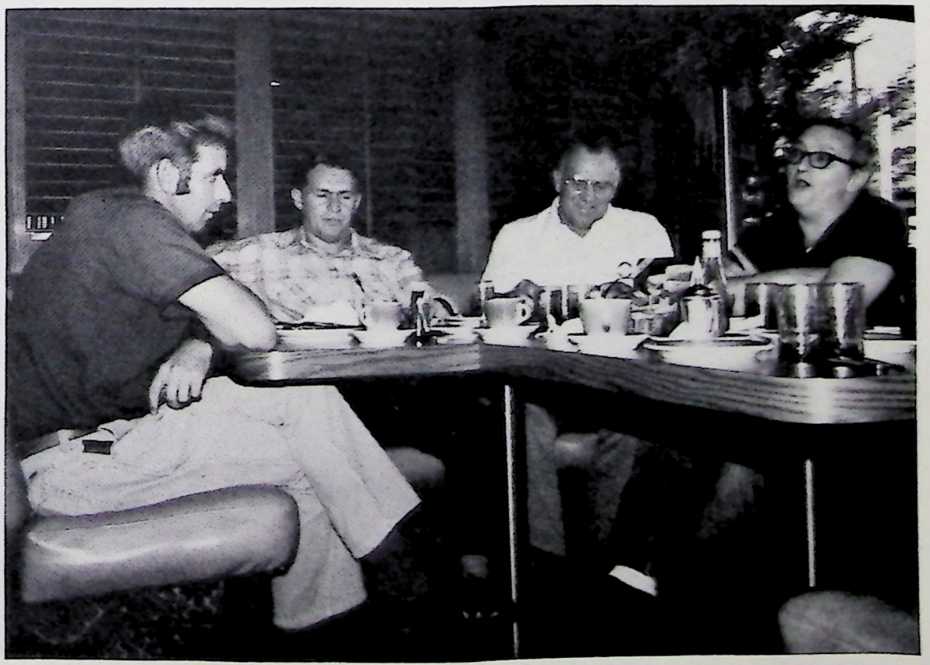
"UPS has a good training program; that helps," remarked Lloyd Myers.

"Good performance and defensive driving go hand in hand," noted supervisor Jim Kesner. "You can't have one without the other. Everyone is always willing to do a little extra."

"Have you ever thought about how much money this saves?" wondered Steve Hapsic.

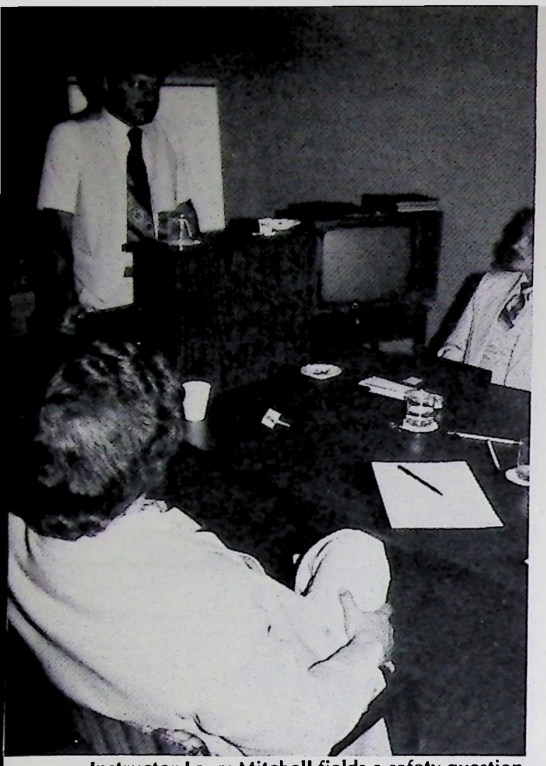
"It's a lot of pride," added John Bogunia.

The East feeder drivers are John Bogunia, Ken Brunecke, Glen Emmons, Myron Farnsworth, Lloyd Myers, Ray Radtka, Charles Timko, Eli Troyer along with vacation and emergency coverage drivers Steve Hapsic, Carl King, Al Lutz, and Jim Phillips.



Glen Emmons, Lloyd Myers, Ken Brunecke and John Bogunia talk business during the East feeder recognition breakfast.

District hosts first



Instructor Larry Mitchell fields a safety question as Michigan's Jerry Perry (l.) and South Ohio's Don Poe look on.

After four months of research, gathering materials, ideas, and planning, the Midwest Region's Package Driver Training School (PDTS) became a reality. According to its organizer, coordinator, and lead instructor, North Ohio's Larry Mitchell, the school was formulated with the goal of reducing auto accidents and injuries throughout the region.

Set up so each district hosts three one-week classes at least once a year, the school began in January. In June and July, North Ohio hosted its first school. Typically, these classes involved a total of six managers and supervisors from throughout the region in each class as well as an assistant and lead instructor.

The PDTS instruction emphasizes defensive driving and to some extent deals with safe work methods. Each morning during the week, students learn through classroom discussions and guest speakers. Then, it's on the road in the afternoon for practical application of classroom material. Larry Mitchell suggests the rationale for this training schedule when he says, "It's one thing to tell a person about defensive driving but to put this into practice is something else."

How the school came to be

For Larry, who has been involved in some form of UPS training since 1974, it was part of a natural process to take on the challenge of developing a regional PDTS program. Temporarily assigned to the region, Larry traveled throughout the region soliciting ideas from center, division, and district management and shaping these into the week-long safety school.

There's no mixing of words when Larry states the ulterior motives of

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Safe employees honored

Safety fundamentals are the means of preventing accidents

Lakeshore Preload (2,000 safe working days) members are (l.-r.): Gus Milczewski, part-time supervisor; Dave Hudson; Al Bota; Dan Stech; Dale Genter; Gerry Frazier; Herb Pruitt; Gary Szeremet; Mark Kaminski; Ray Benesh; Ray Malpica; Helen Suzik; Ken Disch; Mark Luber; Dave Pink; Mark Jacobs; Rod Minerd, full-time supervisor.

Highland Heights (1,000 safe driving days) members are (l.-r.): First row — Fred Rafferty, division manager; Vince Quercioli; Fred Primm; Mike Kasper; Darnell Halton; Tom Price; John Murray; James Kickel; Gerald Schajatovic; Steve Wagner; Mike Stonecipher; Larry Hawgood; Ron Budin, center manager. Second row — Mike Fedorka; Thomas Sadar; Glenn Jackson; Walt Harrison, Joe Strukel; Leonard Cavelli; Julius Averyheart; Larry Harrison; Paul Vince; Donna Guhde; Howard Germany; Jerry LaBant; Pat Weber.

New Philly drivers (2,000 safe driving days) are (l.-r.): First row — Earl Anderson; Ron Grygo; George Barnett; Les Orr; Duane McConnell; George Yoder; Don Reichman; Jim Wortman; John Stone, center manager; Ray Hamil, supervisor. Second row — Ed McElroy; Robert Pulley; Tom Sindlinger; Ron Merrin; Brad Jackson; Denny Trimmer; Dave Rectanus; Barb Goedel; Carolyn Bayer; Bill Westbrook; Steve VonKaenel; Dan Marshall; Tom Ferrell; Bert Romig; Bill Kerns; Jack Garabrandt.

Package Driver Training School

the school. He explains that the ultimate objective of the school is a reduction in injury and auto accident frequencies through awareness.

"Yes," he continues, "we are concerned about injuries to the individuals and about the related accident costs.

Positive feedback and results

It's evident to Larry that the graduates of PDTS are using their newly acquired knowledge to effect positive changes. He notes, "Supervisors are going back to their centers and initiating their own safe driving and work methods awareness programs."

Awareness seems to be the most important part of the safety scheme. Larry explains the overall awareness of injuries and accidents that occur cause people to want to do something about them. The awareness gained at PDTS, then, is put to use in reducing the chances of these injuries and accidents.

"Once back in the center, when a supervisor sees an unsafe act, he or she will try to eliminate it by working with the employee," Larry elaborates. He also points out the benefits of this approach are twofold. First, the risk of injury or accident is eliminated and second, the person sees that the supervisor really is concerned about the individual's safety.

Dedicated and proud

The structure of PDTS is such that Larry regularly travels all over the region. This, one might think, causes a rather unsettling lifestyle. Perhaps so, but to him it's worth it. "People ask how I can do this week after week, traveling all over the region," Larry admits. "But I receive a lot of personal satisfaction in seeing the end results, seeing people improve."

Larry speaks with pride when he talks about the impact of the region's PDTS program. It has been well received.

There's also Advanced Driver Training School which North Ohio hosted in July. This operates similarly to its package counterpart. A prerequisite, though, must be satisfied before a management person can attend ADTS. This school is limited to those who have completed PDTS one year prior to enrolling in the advanced course. Furthermore, the advanced participant must be well versed in feeder driving since these are used for the on road training. Generally, the school enrolls feeder supervisors and managers.

New Philly A.M. (1,000 safe work days) members are (l.-r.): Dave Maple; Milana Borojevich; Fred Liberatore; Mark Vansickle; Shirley Demattio; Scott Bowman; Rich Feller; Bob Karl; Mandy Carlisle; Jim Affolter; Jack Wheatley.

New Philly P.M. (1,000 safe work days) members are (l.-r.): Tony Granato; Tim Belle; John Banks; Herb Fawcett; Bill Benedetto; Tony Scott.

Buckle-up for safety!

Les Pointer attains 16 safe driving years

JUNE

Les Pointer, South Fdrs.	16
Lloyd Myers, East Fdrs.	15
Bob Tressler, Mid. Hts. Fdrs.	15
Bill Huskinson, Elyria	14
Bob Carlson, Highland E.	12
Bill Knepper, Elyria	12
Todd Forbush, Elyria	10
Don Grazier, Akron W.	10
Henry Primm, Akron W.	10
Paul Snedeker, New Philly	10
Bill Hamilton, Austinburg	9
Ron Merrin, New Philly	9
Bob Peters, Erieview	9
Clarence Metcalf, Austinburg	8
Wallace Brainard, Highland E.	7
Dave Niepokny, Highland E.	7
Duane McConnell, New Philly	6
Ron Slusser, Akron E.	6
Ed Spencer, Akron E.	6
Rick Stuart, Elyria	6
Dan Foreman, Elryia	5
Willie Hunter, Canton	5
Bill Orechoneg, Youngstown	5
Francis Seich, Canton	5
Deanna Brannon, Canton	4
Walt Harrison, Highland Hts.	4
Charles Renz, Cuyahoga Val.	4
Ron Romine, Austinburg	4
Steve White, Parma	4
Dan Horhn, Parma	3
Rich Lawhun, Lakewood	3
Dick Lenart, Austinburg	3
Tony Mannion, Chagrin Val.	3
Jim Rice, Chagrin Val.	3
Tom Sindlinger, New Philly	3
Rich Beresh, Akron E.	2
Bill Bland, Mid. Fdrs.	2
Bernard Bohn, Lakewood	2
Gary Crawford, Medina	2
Ken Cuglewski, Cuyahoga Val.	2
Loretta Garver, Akron W.	2
Norvell Hawkins, Mid. Hts. Fdrs.	2
Fay Keffer, Medina	2
Ken Livingston, Akron E.	2
Jean Miller, Akron W.	2
Andy Pignanelli, Warren	2
Bill Rafferty, Youngstown	2
Lovie Smith, Akron W.	2
Jim Thompson, Lakeshore	2
Cheryl Weber, Elyria	2
Julius Averyheart, Highland Hts.	1
Lance Bauer, Lakeshore	1
George Cale, Cuyahoga Val.	1
John Calo, Mahoning Val.	1
Aaron Colling, Austinburg	1
Jim Eaton, Clev. Fdrs.	1
Ted Frontczak, Lakeshore	1
Tony Marinelli, Highland E.	1
Pat Menzies, Medina	1
John Place, Austinburg	1
Mark Rosebaugh, Warren	1
Linae Steitz, Erieview	1
Bob Tuttle, Mahoning Val.	1
Tom Weber, Elyria	1
Marilyn Young, Erieview	1

Lloyd Myers
East Feeders, 15

Bob Tressler
Mid. Hts. Fdrs., 15

Todd Forbush
Elyria, 10

Paul Snedeker
New Philly, 10

Dan Foreman
Elyria, 5

Willie Hunter
Canton, 5

Bill Orechoneg
Youngstown, 5

Francis Seich
Canton, 5

THE BIG IDEA IS TO GIVE SERVICE

ups **Big Idea**

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